



# **Leadership Roles in Primary Care: PAs and APRNs Can Do That**

Presented by:

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# Disclosures / Leadership Roles

- Clinical – Primary Care PA for most of my 22 yr career
  - Administrative role as a Primary Care Provider Lead for North Memorial Health Clinics
    - (oversight of 22 providers in 3 clinics, including Physicians, PAs and NPs )
  - AAPA Board of Directors Member / Second Vice Speaker of the House of Delegates
  - Editor-In-Chief Oakstone Publishing CME info Insider
    - Family Medicine Division
  - Adjunct Faculty Saint Catherine University MPAS Program
  - MN Academy of PAs Legislative Co-Chair and Past President
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**Leadership requires two things:**

**A vision of the world that does not yet exist and the ability to communicate it**

Simon Sinek


Start with Why:

How Great Leaders Inspire Everyone to Take Action

# Objectives

**By the end of this presentation the listener should be able to:**


1. Discuss the different forms of leadership roles - formal and informal
2. Identify needed skills of effective leaders
3. Identify opportunities to develop those skills
4. Identify opportunities to encourage non-physician leadership



# What Is Leadership?

According to Brené Brown PhD in Social Work and renowned author and speaker, in her book *Dare to Lead*, defines a leader as:

***“Anyone who takes responsibility for finding the potential in people and processes, and who has the courage to develop that potential.”***






## Another Perspective

From the Website Mind Tools:

***“Leadership is about mapping out where you need to go to “win” as a team or an organization; and it is dynamic, exciting, and inspiring.”***

[https://www.mindtools.com/pages/article/newLDR\\_41.htm#:~:text=Leadership%20is%20about%20mapping%20out,a%20smooth%20and%20efficient%20way](https://www.mindtools.com/pages/article/newLDR_41.htm#:~:text=Leadership%20is%20about%20mapping%20out,a%20smooth%20and%20efficient%20way)



# Every PA and APRN Is A Leader Already

Become a PA or APRN required leadership

Every single patient encounter you participate in requires leadership

- Essential Leadership Elements Needed to be a licensed healthcare provider:
  - Communication skills
  - Identification of problems
  - Consideration of solutions
  - Decision making
  - Ability to engage others in solving problems
  - Listening skills
  - Ability to compromise
  - Assessment skills to determine the success of a “project”
  - Knowing when to access additional resources
  - Etc ...


The background features a complex geometric pattern of overlapping shapes. On the left, there are blue and grey triangular and quadrilateral shapes. On the right, there are yellow and blue shapes, including a large yellow arrow pointing right. The text is centered in a white diamond-shaped area.

**Learning To Lead  
Starts With Noticing  
Other Leaders**



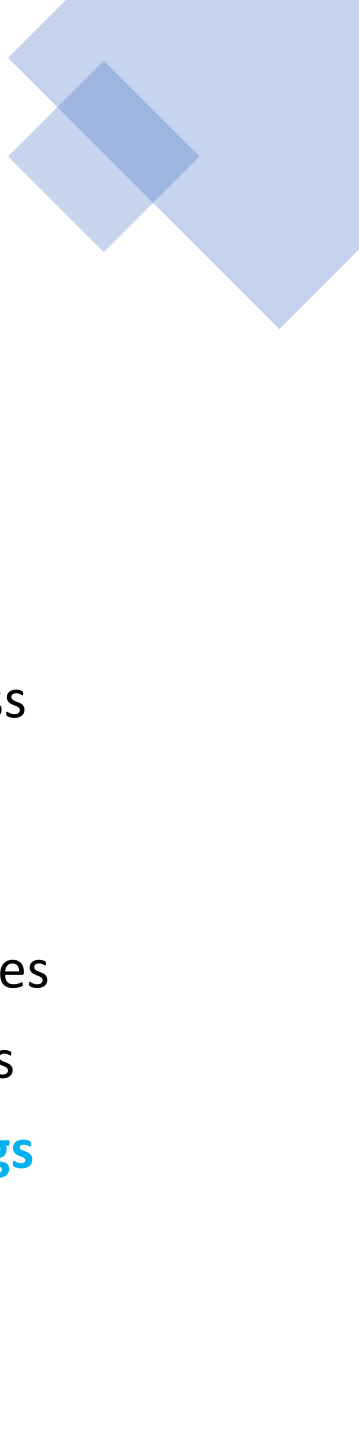


# What Are Some Bad Traits You Have Noticed In Leaders?

- Communication style, or lack there of
  - Does not consider/ anticipate needs
  - Dictates processes
  - Limits growth or advancement of others
  - Believes they are always right
  - Does not encourage involvement in decisions
  - Defers or avoids making hard decisions
  - Blames others
  - Disparages others
  - Resists change
- 



# What Are The Good Traits You Have Noticed?

- Communication style
  - Ability to anticipate need
  - Encouraged others to contribute
  - Builds productive teams
  - Acknowledges their areas of weakness
  - Learns from all team members
  - Knows when to make a tough call
  - Accepts responsibility for the outcomes
  - Sees failures as learning opportunities
  - **Optimistically seeks to improve things**
- 



# No Single Person Has Every Good Trait.

## Everyone Has Room To Grow

- Recognizing your areas of opportunity is just as important as recognizing your strengths
- Seeking opportunities to develop needed skills can be uncomfortable
  - Engage in the chance to learn
- Knowing how you learn is important
  - Through experience
  - From course work
  - By observation
- Consider developing these skills as a challenge, it can actually be inspiring



# **Personality Assessment Tools**

These can give you insights into your strengths and identify areas you need to develop

- **Meyers Briggs**
  - **Emotional Intelligence Assessment**
  - **Clifton Strengths**
  - **USC's Leadership Style Self-Assessment**
- 



# **Benefits Of Self Awareness Assessments**

**Identifies the skills or behaviors you can promote or be aware of:**

**Detail Oriented**

**Fairness matters to you**

**Introvert versus extrovert**

**These skills can be advantages or detractors and act as a hinderance to your goals of being a strong leader – knowing the difference matters**

**Helps you to identify your personal strengths and match them to your clinic /organization needs:**

**Problem solving**

**Process planning**

**Patient Satisfaction skills**

**Quality Measures**

**Education delivery**




# What Type Of Leader Are You Currently?

- Being able to self – assess where your skills are currently is a major step to developing needed attributes
- Consider small and large leadership roles you have had
  - Review your approach to the mission or project and was it functional
  - Consider what you achieved, but more importantly what you learned for the experience
  - What might others say about your leadership?



# Be Prepared

- Have Your CV / Resume Ready
  - Prepare a cover letters that highlights your skills relevant to the job you are seeking
  - Practice Interviewing
    - This is a sport you need to train for it
    - Why do you want to be a leader?
    - What is your personal elevator speech?
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# **Informal Versus Formal Leaders**



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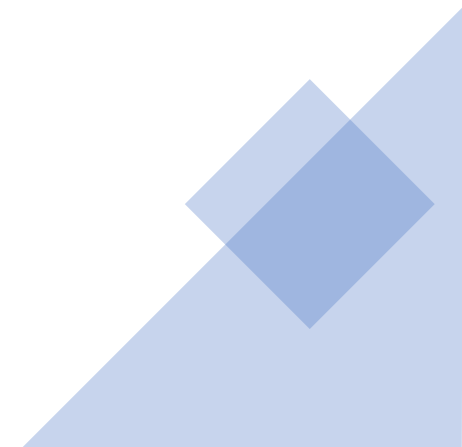
# **Informal Leaders**

# Informal Leader

- Not all leadership roles are given a title
- What is an informal leader?
  - That “Go To” person
  - The person who knows how to get things done
  - Someone who has insight to how things happened – knows the back story
  - Someone who has vision and tries to improve things



# Consider The Influence Of The Informal Leader

- Why were they viewed as a leader?
  - How does that person impact a project?
  - Do they do a good job overall?
    - How so?
    - Perhaps Not...why?
  - What can you learn from those leaders?
- 



# How Do Informal Roles Impact Formal Positions

- Quick answer: A LOT!!!!
- It's all how you present your experience that has the greatest impact
- Many times it helps to be known or have longevity in a setting for those informal roles to move you forward
- Sometimes you need to make others aware of your “other” leadership skills
  - Doing so humbly is essential
- Sometimes you need to seek a new setting to allow those skills to be better utilized

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**Formal Leaders**

# Formal Leadership Roles

Examples of some titles:

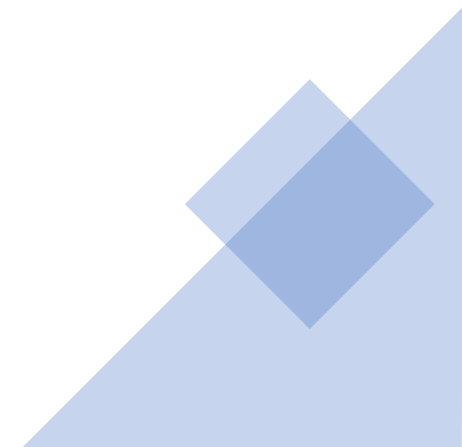
- Committee or Project Chair
- Director
- Supervisor
- Chief
- Lead
- Etc...

Title is not as important as the ability to influence;

- People
- Processes
- Outcomes

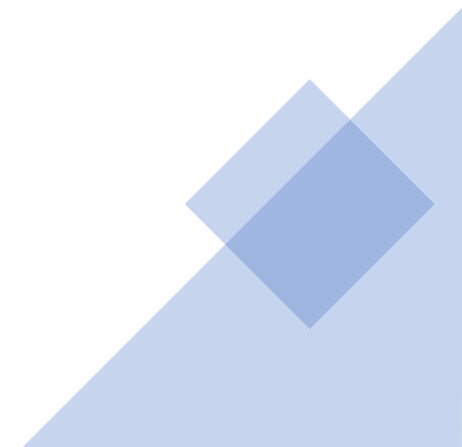


# Volunteer Formal Leadership Roles

- Professional Organizations
    - State and National Academies
      - Volunteer for committees
      - Run for an elected position
  - Specialty Organization
    - Family Practice Academies
    - Telehealth
- 



# Department Of Health, State Or National Roles

- Committee positions
    - Check government websites
    - Connect with you state academies
  - Appointed roles are often the responsibility of Academies
    - Regulatory Boards
    - Special initiatives
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**I Think I'm Ready,  
Now What Do I Do?**




# How Does A PA Or APRN Find These Positions?

- Do your homework
    - What is the structure of your organization?
    - What is common in your market?
    - What roles do other PAs or APRNs hold in your area / specialty?
    - What drives change in your organization?
      - Patient outcomes
      - Cost savings
      - Access improvement
      - Retention of staff
- 




# Have A Conversation With Current Leadership

- This can be during a review or during a requested meeting
  - It's a chance to learn what the clinic / organization needs
    - What transitions are planned?
    - What are the goals of the organization in the next 1-5 yrs?
  - It's a time to share skills others may not know you have
    - What ideas do you have to make something better?
    - What holes can your skills sets fill?
      - Scheduling
      - on-boarding
      - educating
      - streamlining
- 




# Apply For Jobs –Even If They Are Long Shots

- Identify what skills the job is really looking for and match yours to it
  - This is a marathon, not a sprint for some
  - For others this happens fast and / or without a plan
  - Consider every application and interview as a learning exercise
    - Debrief afterwards
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# **Mentors And Champions**




# Webster's Dictionary Definitions

## Mentor

“A trusted counselor or guide”


## Champion

“A militant advocate or defender; one that does battle for another's rights and honor”






# Mentoring Happens In Lots Of Different Ways

- Is there someone you admire that you can connect with?
    - Or just be around more often – observational mentoring
  - Is there a skill set someone has you want to learn?
    - Join their committee
    - Ask how they got the role they have – learn from their story
  - Have you been a mentor to someone else?
    - You learn and grow from helping others succeed also
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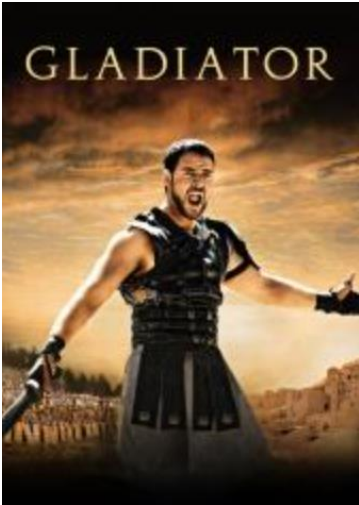


# Mentoring Isn't Always Easy

- Does someone see something in you?
    - Be ready to listen instead of doubting
    - Others may see a spark you could embrace
  - A true mentor will provide hard feedback too
    - But in a way that encourages growth and strength
    - They make suggestions for how to develop skills rather than just calling them out
  - Mentoring can be limited or ongoing
    - Both types have impact
- 




# Champions



- Can be surprising people
- Can happen when least expected
- Are often situational
- Can be cultivated through relationship building
- Can backfire or quickly become adversaries 😞



## How do I find a Champion?

- Pay attention – they may announce themselves in meetings or conversations
  - They may need to be encouraged
    - Be specific with what you are asking them to support
      - You in general, a specific initiative, or a broader goal
  - They can be long standing or temporary based on what the benefit is to them
  - Always be gracious for any support and realistic of future expectations
- 


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**Common Questions  
About Becoming A  
Leader**



# Do I Need Another Degree?


## It Depends?

- What degree do you have now?
  - What roles are you seeking?
  - What is the organizational standard?
    - Academic centers
    - Community clinics
    - Large organizations
  - Is the course work something you are interested in?
  - Is it worth the financial and time allocation?
- 



## **Do I Need Another Degree? (cont)**


### Consider non-degree training also

- Leadership certificates
  - Grant funded projects / roles
  - Six Sigma
  - Human Resource learning course
  - Quality improvement training
- 




# How Do I Get Noticed?


**These may seem obvious – but let's say it anyway**

- Do good work,
  - Treat people well
  - Show up at meetings and ask good questions
    - Be mindful of how you ask questions
  - Volunteer
  - Develop a specific skill that makes you unique
    - Accomplish something and share it with others
- 




# What If The Organization Doesn't Currently Have Non-Physician Leaders?

- Every single health system has non-physician leaders – identify those people
    - Nursing
    - Administration
    - Human Resources
    - Quality Assessment teams
    - Etc
  - What impact do they have?
  - How did that role come to exist?
    - Learn the history behind other roles informs how to create new ones
- 




# What If The Organization Doesn't Currently Have Non-Physician Leaders? (Cont)

- What are other similar organizations doing?
  - Collect the data
    - How many APPs work for your organization or clinic
  - What do APPs contribute to the organization that is not being recognized?
    - Productivity
    - Skills or procedures
    - Non-billable work
- 





# Summary

- **Being a leader requires inspiration, drive and focus**
  - **Consider every role as having leadership elements**
  - **Seek experiences to stretch your skills and marketability**
  - **Learn from others, find your mentors and champions**
  - **Be creative, every leader's story is unique**
  - **Lead in order to make things better for others**
- 



**What Additional  
Questions Do You Have ?**

